



**Ontario Shores**  
Centre for Mental Health Sciences

# **2022 - 2026 Strategic Plan**









# Land Acknowledgement

Ontario Shores acknowledges the lands and people of the Mississaugas of Scugog Island First Nation which is covered under the Williams Treaties. We are situated on the Traditional Territory of the Mississaugas, a branch of the greater Anishinaabeg Nation which includes Algonquin, Ojibway, Odawa and Pottawatomi.

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# Our Mission, Vision and Values

Our Strategic Directions are intrinsically linked to Ontario Shores’ Mission, Vision and Values. These statements acted as guiding principles during the strategic planning process to ensure continued alignment. As we execute our new strategy over the next five years, we will continue to be guided by these statements.

## Mission

We provide leadership and exemplary mental health care through specialized treatment, research, education and advocacy.

## Vision

Our vision is bold and transformational. Ontario Shores is recognized by many as having a holistic approach to mental health care and unique services that are focused on recovery, hope and inspiration through discovery.

## Recovering Best Health

Ontario Shores provides specialized care focused on individual paths to recovery and mental wellness. Our highly skilled staff are leaders in promoting optimum well-being. Our comprehensive services and innovative practices are integrated with our community partners.

## Nurturing Hope

Our advocacy with the community eliminates the stigma of mental illness. Our commitment to care extends beyond the scope of client recovery to educating and informing our families and communities. We proudly embrace diversity and offer individualized care.

## Revolutionizing Care

We have a global impact on the way in which mental health care is delivered. We lead system innovation with our partners to transform care. Our use of real-time data, research, analytics and measurement drive the highest standard of care.

## Core Values

We aim for **Excellence** - through leadership and learning, we achieve exceptional performance in all we do, while fostering an environment of optimism, hope and recovery.

We encourage **Innovation** - through research and creative approaches, we support the advancement of mental health care.

We value **Safety** - we provide a safe and healing environment for our clients and a sense of security for our patients’ families, our employees and the community at large.

We **Respect** all individuals - Encouraging diversity and treating everyone with dignity while embracing the rights, beliefs, opinions and contributions of others.

We are a **Community** – we work together as one team, and with families, providers and the public as our partners, while maintaining mutual trust, transparency and shared purpose to enhance our patients’ quality of life.





# Joint Message from Board Chair and President and CEO

In this rapidly changing world, it is important to take a few moments away from our current goals to reflect on our journey and take time to plan for the future.

Our journey included significant work that had been completed as part of our previous Strategic Plan. To better connect patients with their care, we launched new programs and services, as well as innovative technology applications. We stepped up our efforts in public awareness, education, and research. When we look back, we should be very proud of ourselves. However, we recognize that our work does not end here. More contributions are required to ensure that the mental health care system is more accessible and inclusive and I am delighted to announce that our new Strategic Plan will serve as our guide.

We spent months actively pursuing valuable feedback from patients, families, staff, and stakeholders across Ontario. We asked probing questions, actively listened to feedback, and made changes. This was a critical step in ensuring that the new Strategic Plan reflects the needs of the people

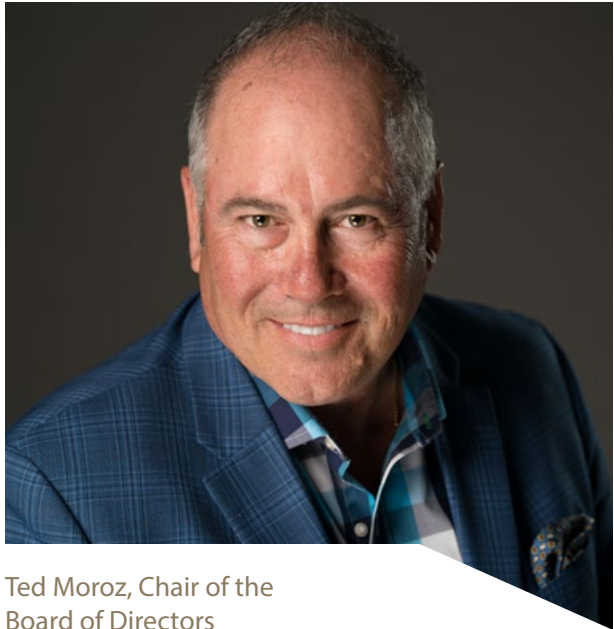
we serve and puts us on a path to advance care for those managing the impact of mental illness.

Our new strategic plan is ambitious, with lofty goals and a shared passion and dedication to success. We understand that our patients and their families are counting on us to be transformational leaders, be innovative, and push the boundaries to make a meaningful difference now and in the future. Simply put, the word “we” cannot express more clearly who we need to be as individuals, teams, a hospital, and a system of care. We will work collaboratively to incorporate these concepts into our daily work.

Our most valuable asset is our people, and we are eager to get started and look forward to collaborating with each of you over the next four years as we build upon the theme of this year’s Strategic Plan, We. We Care. We Lead. We Unite.

We are pleased to present our Strategic Plan for 2022–2026.

## Our Story and Celebrating Our Achievements



Ted Moroz, Chair of the  
Board of Directors



Karim Mamdani,  
President and CEO



# Our Story

Ontario Shores Centre for Mental Health Sciences (Ontario Shores) takes daring steps to lead change rooted in history and inspired by possibility. While the buildings, programs, property, and surrounding areas have changed over our 100-year history of providing specialized mental health care, our commitment to providing exemplary patient care has not. We have built on that strong foundation of caring as a public specialty hospital with three completed five-year strategic plans to create an organization that is revolutionizing the way mental health care is delivered.

At Ontario Shores, we are proud to serve people throughout Ontario, particularly in our primary service areas of East and Northeast Toronto and Durham Region, York Region, Kawartha Lakes, Haliburton, Northumberland, and Peterborough Counties. In addition, we serve as a provincial resource for our Forensic Program and Adolescent Services.

We have a dedicated team of 1,300 employees and 150 volunteers who are committed to improving care for people affected by mental illness. Through specialized programs, we provide assessments, crisis services, consultations, treatment, and education. We are an academic centre focused on research, innovation, advocacy, and the development of future health professionals, in addition to providing care and support to our patients and their families.

We are located in one of the fastest-growing areas of Ontario, accounting for more than 11.5 percent of the province's population. According to the 2016 Census, the region's population has increased by 3.5 percent since 2011, totaling 1.5 million people. As our population increases, so too has the demand for mental health care.

We approach care and service delivery with a recovery-oriented mindset. This collaborative recovery model empowers patients while also ensuring treatment options are tailored to their needs. Advancing recovery-oriented practices is fundamental to our story and will remain a priority in everything we do.

With the increased use of Ontario Telemedicine Network and virtual appointments, outpatient visits increased by 40% over the past five years. The number of outpatients we have served during the same time increased by 60%.

We are dedicated to creating and strengthening partnerships. Our patients, their families and caregiver networks, health and social service providers, municipalities, academic institutions, private sector businesses, and others have been and will continue to be critical pillars of our collective success in improving care and support for those we serve.

Ontario Shores has established a solid foundation and generated momentum to capitalize on research, education, and academic opportunities. We believe that the clinical and academic objectives are inextricably linked and form an important part of our culture.

We recognize that the success of our next Strategic Plan is impossible without the dedication of our staff, volunteers, and the numerous partners who support us daily in our efforts to achieve our goals.



While we serve a diverse population of people ranging in age and diagnosis, we must keep in mind the current and growing demand for care in populations such as young adults and seniors.

Age on Admission



Diagnosis on Discharges



Data from 2021 - 2022



# Celebrating Our Achievements

Over the last five years, we have worked diligently to accomplish the goals outlined in our 2017-2022 Strategic Plan. We are extremely proud of our accomplishments and enthusiastic about the solid foundation we have continued to set for Ontario Shores and our communities.

**100 Years: Celebrating a Century of Care**  
In 2019, we celebrated 100 years of exemplary care on our grounds. In the year leading up to the day Ontario Shores turned 100, there were a series of events and celebrations to honour the legacy of care that exists at the hospital. Our 100-year Ambassadors of Hope attended events, shared their stories, and created videos to support the celebration. We opened our new Heritage Lounge, which now gives patients, staff, and visitors a place to meet while also preserving parts of the organization’s history.

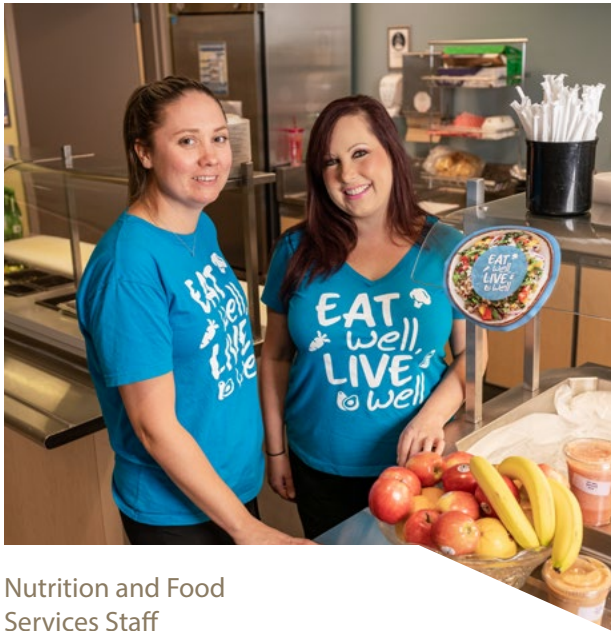
We also proudly unveiled our 100th-anniversary coffee table book that features a collection of stories and photos capturing the remarkable journey of our hospital over the course of its history.

**Brain Stimulation Clinic**  
We launched a Brain Stimulation Clinic, which offers both Electroconvulsive Therapy (ECT) and Transcranial Magnetic Stimulation (TMS) (rTMS), which is a non-invasive treatment option for people who are resistant to other forms of treatment for depression. The treatment sends magnetic pulses into the brain to stimulate nerve cells, and patients can resume normal activities immediately following the three to eight-minute treatment. Ontario Shores is pleased to offer this evidence-based treatment in our community to those suffering from depression or other mood disorders.

**Eat Well, Live Well Program**  
We introduced the Eat Well, Live Well Program in 2019, led by Nutrition and Food Services. The program enables all Cafeteria customers to select healthy meal selections that nourished and fueled their bodies. Nutrition is essential in attaining and sustaining a feeling of well-being.



Ambassadors of Hope from our Century of Care Celebrations



Nutrition and Food Services Staff

**Geriatric Transitional Unit (GTU) Opens**  
We proudly opened a new 20-bed inpatient unit to help older adults with dementia who are currently in an acute care hospital and require specialized mental health care to help them return to their communities. When patients with challenging behaviours no longer require acute care but cannot transition to a long-term care facility, GTU assists the local health system in dealing with capacity issues in acute care hospitals. To facilitate community reintegration, GTU assesses, stabilizes, treats, and manages dementia-related behaviours.

**Health Care Worker Assist**  
As a result of COVID-19, we discovered that healthcare workers may be at increased risk of developing anxiety and depression symptoms. During this unprecedented time, the Health Care Worker Assist service was created to assist those with pre-existing mental health conditions who are at high risk of symptom exacerbation.

**Innovation Fund Program**  
We launched an annual Innovation Fund Program. The Innovation Fund Program is open to all employees to apply for funds to support the creation and implementation of an innovative idea that aligns with one of the following three categories: Quality of Care, Patient Safety and Customer Service.

- Last year, this program was used to:
- Create a welcoming interactive environment on GTU that promotes orientation to high-traffic areas through the use of colour and murals.
  - Build the Beez Kneez Therapeutic Sustainability Garden for patients and staff.
  - Install ultra-violet (UV) lighting systems in two of the hospital's main air handlers to improve system efficiency, and air quality and reduce energy consumption.



GTU patient Paul and his wife Eva



Beez Kneez Therapeutic Sustainability Garden



Key Awards and Recognitions

- **Excellence Canada** awarded us the **Order of Excellence** for our commitment to workplace wellness.
- We have been accredited by **Accreditation Canada** with **Exemplary Standing**, which we have maintained since 2013.
- For the sixth consecutive year, we have been recognized as a **Top Employer in Greater Toronto**. Employers who foster a positive culture to create and maintain a desirable work environment are recognized.

Leading the Way in Quality Standards for Mental Health

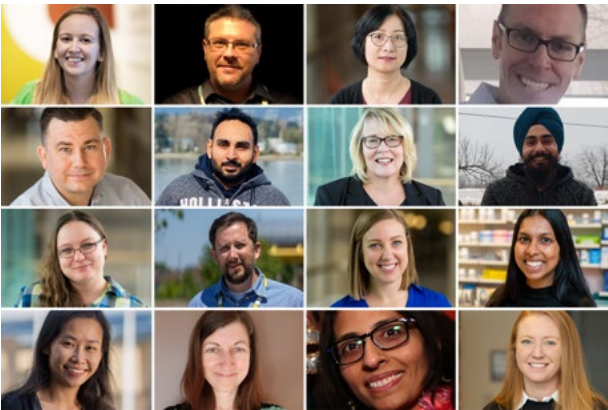
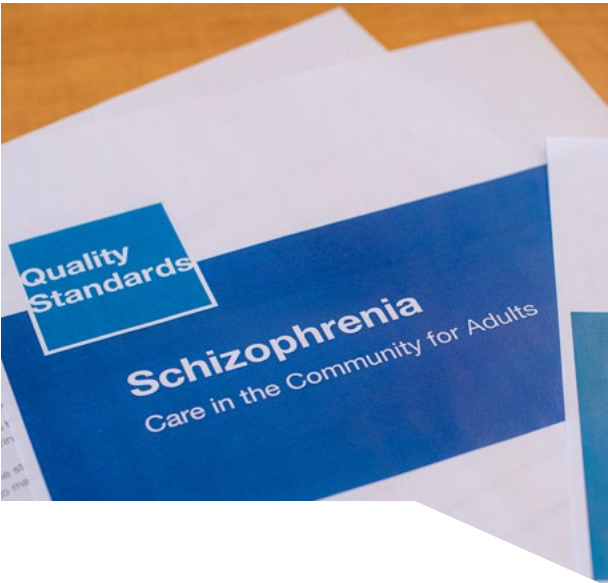
When the Health Quality Ontario Quality Standards for Mental Health were released in 2016, we prioritized the adoption of all mental health statements under the Schizophrenia (Care for Adults in Hospital), Behavioural Symptoms of Dementia, and Major Depression Quality Standards. Ontario Shores implemented the Problematic Alcohol Use and Alcohol Use Disorder Quality Standard in January 2021, and the Schizophrenia Care in the Community for Adults Quality Standard in March 2022. Ontario Shores also created the Quality Standards Institute to provide system leadership in the implementation of these standards.

Leverage our Electronic Medical Record

We proudly achieved Stage 7 revalidation of the HIMSS Analytics Electronic Medical Record Adoption Model (EMRAM), which means we have a wealth of data, automated processes, easy access to information, and clinical decision support. In 2014, Ontario Shores became the first hospital in Canada and the first mental health hospital in the world to receive Stage 7 designation.

We were also recognized by the Healthcare Information Management Systems Society (HIMSS) for our work in implementing the Adoption Model for Analytics Maturity (AMAM) and reaching a Stage 6 level of achievement.

AMAM Stage 6 focuses on ensuring the organization has a robust analytics infrastructure, strong data governance, and a clear analytics focus and direction.



AMAM Stage 6

Mackenzie Health Partnership

We formed a new partnership with Mackenzie Health to provide specialized mental health care services closer to home for the people of York Region. Through this partnership, Ontario Shores now operates a new Integrated Mood Disorders Clinic at Mackenzie Health’s Richmond Hill hospital which provides psychotherapy and brain stimulation treatment for outpatients with mood and anxiety disorders.

Meditech Improves Transitions

In collaboration with the Royal Ottawa Health Care Group (The Royal) and the Waypoint Centre for Mental Health Care (Waypoint), we went live with Meditech Expanse, the system used for our Electronic Health Record system. This upgrade improved system access and clinical workflows, resulting in improved patient experiences across all three organizations. Meditech Expanse improves care transitions throughout the patient’s health journey and offers a web-based solution for population health initiatives, patient engagement strategies, and access self-reported questionnaires.

Ontario Structured Psychotherapy (OSP) Program Expansion

We first implemented the Ontario Structured Psychotherapy Program along with three other mental health hospitals in the province in collaboration with the Ontario Government’s Ministry of Health in 2017. Since that time, the program has expanded to the regions it serves through community partnerships with numerous agencies including community mental health centres, Indigenous communities, primary care centres, colleges, and universities. The program provides evidence-based, short-term cognitive-behavioural therapy (CBT) and related approaches to care for individuals living with depression, anxiety, and anxiety-related problems.



Excellence Canada  
Order of Excellence Award



GTA Top Employer Award  
Celebration 2019



Recovery College Expansion

Ontario Shores proudly inaugurated its own Recovery College in 2016, and in collaboration with the Canadian Mental Health Association (CMHA), we established 20 additional Recovery Colleges across Canada. We also implemented Recovery Colleges at several post-secondary institutions including Ontario Tech University, McMaster University, University of Toronto Scarborough (UTSC), George Brown, and Durham College.

Research and Academics Advancements

Ontario Shores has developed new partnerships with the Toronto Dementia Research Alliance, Research Impact Canada, and the Centre for Innovation in Campus Mental Health to advance our research efforts.

Ontario Shores also welcomed the following Research Chairs

- Dr. Amer Burhan Endowed Chair, Applied Mental Health Research
- Dr. David Rudoler, Endowed Chair, Population Health and Innovation in Mental Health
- Dr. Carolyn McGregor, Research Chair, Artificial Intelligence for Health and Wellness

We also partnered with the Abilities Centre and introduced Dr. Rebecca Greenberg, as a Joint Research Ethics Board Chair.

Service Culture #RisingUp

Our Service Culture at Ontario Shores is called #RisingUp, and it describes how we serve others.

The four guiding behaviours are as follows: **Attitude**, indicating a desire to help and support service users; **Anticipation**, the ability to predict service users’ needs; **Advocacy**, going above and beyond to meet service users’ needs; and **Action**, accepting responsibility for meeting service users’ needs. As a result, we found ways to recognize our employees’ efforts in creatively managing change while also doing their part to ensure people living with mental illness received the best possible care.



Recovery College at Ontario Shores



Tobacco-Free Initiative

We are doing our part to provide a safe and healthy environment for patients, staff, and visitors, free of second-hand smoke and tobacco-related triggers. As a result, tobacco, cannabis, and the use of electronic cigarettes (vaping) are no longer allowed on Ontario Shores property, including parking lots and walking paths.

Women’s Acute Stabilization Unit Opens

In March 2021, we opened the Women’s Acute Stabilization Unit, a five-bed unit to assist women in prison who are struggling with complex mental illness. Women with acute psychiatric illness benefit from a structured, secure, and therapeutic inpatient environment within this specialized unit. The Ministry of the Solicitor General provides financial support for this program.

Wounded Warriors Partnership Creates First Responder Assist

In partnership with Wounded Warriors Canada, we recognized the need to provide a range of specialized mental health services, including prevention, crisis supports, and treatment to First Responders. Together, we created the program, First Responder Assist, which builds on the clinical expertise of both organizations and serves to enhance the culturally specific trauma programs provided by Wounded Warriors Canada. First Responder Assist provides a clinical team dedicated to serving the psychological needs of First Responders in the province and offers prevention services, crisis support, individual treatment, and clinical training.



Karim Mamdani, President and CEO, Ontario Shores (left) and Scott Maxwell, Executive Director of Wounded Warriors Canada (right)



# Development of our Plan

We are proud of the collaborative process by which our Strategic Plan was developed. Through focus groups, interviews, online surveys, and review sessions, hundreds of staff, physicians, volunteers, patients, families, and provincial and community partners contributed to the development of this plan. Together with a thorough environmental scan and data analysis, these perspectives have resulted in an ambitious Strategic Plan that will guide us for the next four years.

## 2022 - 2026 Strategic Plan

We developed three strategic directions and associated goals for each. Woven across all three directions is our commitment to building a culture of inclusivity and celebrating diversity in all we do. We will leverage our core strengths of maximizing the power of data and the integration of applied research to achieve our goals.

Together, the directions and foundational elements will propel our organization forward over the next four years.





# We Care.

**We will provide personalized care, using the latest innovations and real-time data, in partnership with patients and family caregivers.**

Ontario Shores has developed a reputation as a leader and trusted provider of high-quality evidence based mental health care. Over the next four years, Ontario Shores will tailor evidence-based care through utilizing near real-time patient data to provide personalized care for patients, leveraging innovative tools and technologies.

***Strategic Goal 1:***

Develop tools and approaches that embed patient characteristics into their care.

***Strategic Goal 2:***

Leverage technology that collects and utilizes near real-time data to personalize care.







# We Lead.

**We will design an evidence-based, integrated continuum of care that enhances equitable access, improves outcomes and promotes recovery.**

Ontario Shores will leverage its strength and lead the development of future standards to advance systems of care. Over the next four years, Ontario Shores will engage targeted partners to co-design an integrated stepped care model that prioritizes keeping patients in their communities, improving access and efficiency of care delivery.

***Strategic Goal 1:***

Engage in purposeful partnerships to achieve equitable access to care across the continuum.

***Strategic Goal 2:***

Implement bundled care models and integrated population health strategies to improve patient outcomes.

***Strategic Goal 3:***

Empower patients and families as partners in Recovery.





# We Unite.

**We will create a diverse and inclusive workplace that champions, empowers and supports our people and teams.**

Ontario Shores will build upon its highly skilled and engaged workforce to create a dynamic workforce of the future. Mental Health professionals will learn and practice in diverse and inclusive interprofessional teams in partnership with patients, families and caregivers.

***Strategic Goal 1:***

Optimize team-based care that enables clinicians to work at the top of their professional scope.

***Strategic Goal 2:***

Build knowledge and capacity to elevate mental health care across the continuum.

***Strategic Goal 3:***

Be an employer of choice that focuses on the wellbeing, engagement and resilience of our people.





**Over the next four years, we will focus our time, energy, and resources on achieving the strategic directions and goals outlined in our plan, “We Care. We Lead. We Unite.”**

## Our Next Steps

This Strategic Plan builds proudly on the momentum of change and transformation that we have been able to achieve thanks to the dedication and hard work of everyone who has contributed to our collective success.

Over the next four years, we will focus our time, energy, and resources on achieving the strategic directions and goals outlined in our plan, “We Care. We Lead. We Unite.”

Together, we will have a meaningful and lasting impact on our patients, communities, partners, physicians, and staff. In this plan, we outline the strategic directions and goals that will help us grow as a regional provider, partner, and innovator. As we move outside of our organization’s walls, we’ll be able to improve patient care across the system.

We will empower our researchers, clinicians, staff, students, and patients, as well as our academic and community partners, to harness their collective power, challenge the status quo, influence system change, and influence health system evolution and policy for mental health across all domains of our Strategic Plan by fully integrating an inclusive culture that celebrates diversity in everything we do and using data to drive innovation and new insights in care.

To put our strategy into action and continue to fulfill the needs of our patients and communities successfully, we will implement action plans, with progress reviewed and adjustments made as needed to respond to changes and opportunities in our dynamic environment. We are committed to evaluating, renewing, and measuring our objectives and goals on an ongoing basis to ensure we are doing what we set out to do.

We are eager to share our progress with you and to collaborate with you to achieve our vision of Recovering Best Health, Nurturing Hope, and Revolutionizing Care.





## About the Artwork

In creating this Strategic Plan, our team set out to find a creative and unique way to illustrate the importance of our work together visually throughout this document. Key stakeholders were asked to take part in a collaborative art project in the Ontario Shores lobby. The artwork began to take shape over the course of day as patients, volunteers, employees and community members painted magnificent abstract motifs and layers one over the other. We're especially proud of the final pieces of art, and you'll see elements of them throughout this document. In a metaphorical sense, these works of art depict the beauty that can be created when we care, we lead and we unite.









# We.

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